

Central Carolina Technical College

2009-2010

Annual Effectiveness Report



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INTRODUCTION

Planning for Institutional Effectiveness at Central Carolina Technical College

Central Carolina Technical College engages in ongoing, integrated, and institution wide research-based planning and evaluation processes. The elements of Central Carolina Technical College's planning processes incorporate a systematic review of the institution's mission, goals, and outcomes; and the result is continuous improvement in the institution's quality and demonstrates that the institution is accomplishing its mission. Planning for institutional effectiveness involves two processes: 1) annual planning and 2) strategic long-term planning. Both employ assessment for continuous improvement as a parallel process to planning. The College involves multiple stakeholders in its collaborative planning process and maintains a focus on its mission in planning for institutional effectiveness.

It is the responsibility of the Executive Leadership Team (ELT) to provide leadership in established procedures to ensure comprehensive and integrated planning and budgeting processes throughout the institution. The procedures employed are designed to empower the organizational units to plan, evaluate, and continuously improve student learning, teaching, and support services through the identification of expected outcomes.

CCTC Mission Statement

Central Carolina Technical College is a comprehensive, public, two-year institution of higher education dedicated to fostering a positive environment of teaching and learning for faculty, staff, and students. The College serves primarily the region of Clarendon, Lee, Kershaw, and Sumter counties in South Carolina and confers associate degrees, diplomas, and certificates. College programs, student support services, and resources provide citizens, businesses, industries, and communities with quality, affordable, accessible, customer-responsive post-secondary education through life-long learning and specialized training opportunities specifically designed to develop the foundation for personal growth, economic development, and an improved quality of life.

The College's vast array of associate degree, diploma, and certificate programs prepares students to enter the job market, to transfer to senior colleges and universities, and to achieve their professional and personal goals. Specifically, Central Carolina offers academic programs in business, the health sciences, public service, industrial and engineering technology, and the arts and sciences. Through its comprehensive programs and support services, the College annually serves over 4,500 credit students and 10,500 continuing education students in both traditional and non-traditional formats. (Revision Approved by the Central Carolina Technical College Area Commission, July 21, 2005)

Central Carolina Technical College
Annual Goals
2009-2010

1. Increase student enrollment and public awareness of the College's mission through the use of comprehensive marketing and recruitment strategies.
2. Implement a comprehensive plan for distance education that provides growth in distance course and program offerings to increase accessibility and student success.
3. Provide relevant curricula in all academic divisions and continuing education through the assessment of workforce and economic development needs of the College's service area employers.
4. Manage the College budget and other resources in an environment of reduced State funding without compromising instruction and student services by finding alternative funding sources and more efficient ways to operate.
5. Expand the College's health sciences programs by relocating to a new facility in downtown Sumter.
6. Expand course offerings in Kershaw County with the opening of a new facility and secure additional funding for the Kershaw County campus.
7. Implement a comprehensive plan for student success through college-wide initiatives to improve student support and retention.
8. Develop a comprehensive ten-year strategic plan for the College to meet the challenges of 2020.

Institutional Effectiveness Review of Accomplishments of the 2009-2010 College Goals

Central Carolina Technical College employs the practices of reviewing the previous year's plans of action throughout the institution as a basis for the formulation of the upcoming year's plan of action. This is institution-wide and results in an integrated and comprehensive review of the Annual College Goals. While the specific detail level of accomplishments is recorded at the division and departmental level, the College accomplished many major objectives during the 2009-2010 year and provides this roster as evidence of the qualifications and experience of the professionals at Central Carolina Technical College which spans work experience in public education, private sector experience, community involvement, academic preparation, and experience in leadership and management to support the Mission of the College.

- **Graduated a record number of students in 2008-2009.** The College reported on the Fall 2009 IPEDS Completions Report the following awards: 251 associate degrees, 89 diplomas, and 305 certificates (645 total awards). The College expects to exceed this number in 2009-2010.
- **Increased the Graduation Rate:** Reported a 10% graduation rate on the Spring 2010 IPEDS Graduation Rate Report for the 2006 cohort. The IPEDS-reported graduation rate for the 2005 cohort the previous year was 8%.
- **Maintained a strong Placement Rate.** Reported a Placement Rate of 94% in Spring 2010 for the 2008-2009 graduating class. (Last year's rate was 98%.)
- **Received SACs approval to implement two new certificate programs:** The College received SACS approval to implement the Massage Therapy Certificate and the Human Services Certificate for Fall 2010.
- **Conducted program reviews in accordance with the College's Review Cycle:** The College reviewed the Associate Degree in Occupational Technology, Diploma in General Technology, and the Certificate in General Education. The program reviews are published in the *2010 Institutional Effectiveness Report*. The College also reviewed the General Education curriculum in this report.
- **Continued Maymester course offerings.** The College offered the four-week, hybrid-course Maymester option again in Summer 2010, having successfully piloted it in Summer 2009. CCTC enrolled 67 students in Maymester (49 in 2009). Courses offered included: ENG 101, HIS 202, MUS 105, PSY 201, PSY 203, and SPC 205.
- **Increased online course offerings.** Students may now complete the Associate of Arts degree, several certificates, or individual courses in a web-based learning environment, which allows students to balance education, work, and family responsibilities. In Fall 2009, CCTC increased the distance education course offerings to 95 sections from 69 in Fall 2008; the unduplicated headcount rose from 761 to 1102 students.
- **Developed the 2010-2015 Strategic Plan.** The College hosted a Strategic Planning Forum on April 1, 2010, with participants including community leaders, faculty/staff, and students. The Strategic Planning Team developed the *2010-2015 Strategic Plan* based on the Forum's feedback.
- **Implemented the first year of the Retention Plan.** The College implemented the Retention Team's Plan of Action, which included the creation of the Tutoring Center, a New Student Orientation program, and the continued use of the student

tracking/advisement system developed the previous year. To date, the tracking/advising system shows the 2008 cohort is currently at an estimated 18% graduation rate, which is on track to exceed the expected 11% benchmark the Retention Team set for the 2012 Spring IPEDS Graduation Rate Report.

- **Implemented the Desire2Learn distance education software.** As part of the Distance Education Plan of Action, the College purchased and implemented the Desire2Learn software as its course delivery method for distance education. The software was piloted in Summer 2009 and went live in Fall 2009.
- **Opened the new Kershaw Campus.** The Kershaw Campus along the I-20 corridor in Kershaw County opened in May 2010. The site offered Keyboarding, Biology, Computer Technology, English, Math, and General Psychology courses.
- **Initiated construction for the Health Sciences Center.** Construction continued on the Health Sciences Center throughout the 2009-2010 academic year. The building will be operational for the Fall 2010 semester. The new building meets the following College objectives: 1) expand the Health Sciences programs to meet the needs of the community, 2) reduce overcrowding in the current Health Sciences classroom building, 3) bring the Health Sciences programs in close physical proximity to Tuomey Hospital, 4) enhance the revitalization of downtown Sumter, and 5) support economic development and workforce readiness.
- **Implemented Facility Renovations.** In 2009-2010, The College expanded the Testing Center, renovated Room 102 and Room 585 (the Tutoring Center), replaced roofs on M100 and M400 and started work on the M300's roof, and performed other renovations on Building M400. The College also planned, bid, and ordered campus-wide signage project (to start and finish in July 2010). Applied for and received an energy grant of \$100,206 from the SC Energy Office for lighting upgrades in M200, M300A, M300B, and M600.
- **Received the Perkins Campus Impact Award:** The Perkins IV Team at State Tech awarded Central Carolina the Perkins Campus Impact Award in reflection of Central Carolina's work in instituting practices and procedures for managing Perkins Funding and providing support and resources to technical students.
- **Piloted new online time-entry/leave system.** ILT and the Business Affairs Division successfully piloted an online leave system in Banner, allowing the College to go paperless for leave reporting and giving employees and supervisors more control of the process.
- **Piloted and implemented new online SNAP student survey software.** The ILT and IE offices collaborated on the implementation of the SNAP online surveying software. IE piloted SNAP in Spring 2010. The software went live for Summer 2010. The new system surveys by email, eliminating the cost of paper surveying and reducing data processing and dissemination time.
- **Upgraded computer systems and applications.** ILT successfully upgraded the College to Banner 8 and transitioned to a Linux virtualized platform. ILT also upgraded Oracle to the required level for Banner 8. Completed the updated EDSS project for the new extract and reporting requirements for non-credit enrollment and changes in reporting race/ethnicity. The extraction programs were re-written to incorporate the file layout changes.

- **Implemented the final year of a five-year Quality Enhancement Plan (QEP) to significantly impact student success.** The QEP's focus was on technology skills and preparing students for the technology needs of college and the workplace as well as preparing faculty for teaching in the ever-changing world of technology. As part of this comprehensive project, all new students took a Basic Technology Competency Placement assessment and were placed in computer courses according to their skill level. Graduating students were asked to complete the Basic Technology Competencies exit examination to measure technology skill level upon program completion. Full-time faculty were offered extensive technology training throughout the year and given an assessment to measure Instructional Technology Competencies advances over five years. Academic departments identified program competencies and subsequently evaluated students through exit exams and capstone courses. Data was collected from all assessments and the results were used to improve college courses and services. The compilation of the final report was begun with an anticipated submission date of September 2011.
- **Developed a new procedure for Job Placement data.** The new system will track the graduates throughout the year, giving faculty members more time to locate students and refer them to Job Counseling for employment assistance if needed.
- **Formed a Course Success Team.** The College formed a team to study the course success rates for both traditional and distance education courses. ILT designed new ARGOS reports to assist in monitoring course success.

Areas of Focus Identified for 2010-2011

While the roster of accomplishments is broad and represents the realization of many objectives, the Executive Leadership Team also recognizes there are many areas for further development within the institution to provide for continuous improvement. Some general content areas for focus in the 2010-2011 year were identified as follows:

- Marketing of the institution to serve the stakeholders
- Continuous review of the appropriateness and relevancy of the curriculum
- Compliance with all SACS standards
- Development of measures for learning outcomes in programs and courses
- Implementation of the College's Master Plan for Facilities
- Implementation of the College's 2010-2015 Strategic Plan
- Establishment of an Alumni Affairs Program
- Development of measures for student outcomes in Student Affairs
- Expansion of the Kershaw County Campus to meet the needs of citizens

Academic Affairs
ANNUAL EFFECTIVENESS REPORT
AY 2009-2010

College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Results	Use of Results
3	1	Provide quality academic programs through effective planning, evaluation, and use of results.	1.1 Develop annual plan of action for Academic Affairs; review with faculty and staff; distribute to other divisions according to the annual planning timeline; and assess progress periodically.	1.1 Conducted annual Planning Forum on February 10, 2010; conducted session with support of the 2010-2011 College goals; solicited input on plan of action; drafted plan and reviewed with faculty and staff; submitted to other divisions; shared planning initiatives for other divisions with senior leadership for distribution and integration.	1.1 Conduct annual planning forum and maintain minutes; identify initiatives and projects throughout the academic year that support the mission of the College for integration into the annual plan of action.
			1.2 Ensure Academic Affairs' departments have integrated plans of action reflecting linkages to the division and college objectives and goals.	1.2 Prepared departmental plans of actions with linkages to division and college objectives and goals; reviewed department plans periodically within each area; and Division plan was reviewed with the Deans Council in December 2009 and March 2010 for the purposes of determining level of accomplishment of objectives.	1.2 Submit Annual Plan of Action to staff and faculty, Executive Leadership Team, and AMT; communicate with academic departments to ensure integration of planning.

			1.3 Review results of College surveys to improve academic programs	1.3 Implemented improvements by using results from College surveys and assessment tools specifically for the College Studies Certificate supporting the QEP; advisory committee effectiveness surveys for input from business and industry; results from the 2009 Alumni Survey indicated 83.6% of the respondents were very satisfied or satisfied with their program of study and 83.7% were very satisfied or satisfied with the instruction in their major and 81.7% being very satisfied or satisfied with their overall academic experience compared to 92.7%, 89.2%, and 94.1% respectively which is a decrease in each area.	1.3 Implement improvements by using results from College surveys; conduct an analysis of the results of the Alumni Survey to specifically determine areas for improvement.
			1.4 Complete Student Evaluation of Instruction assessment	1.4 Improved instruction from results of Student Evaluation of Instruction assessment through review of results by deans and department chairs/program managers; Fall 2009 results reflected 3.62 for rating of faculty members on a 4.0 scale compared to 3.61 for Fall 2008; Spring 2010 results reflected 3.59 for rating of faculty members on a 4.0 scale	1.4 Review data and identify areas for improvement for faculty and courses; integrate into the review of courses in the Course Success project managed by the Dean of Instruction.

				compared to 3.57 for Spring 2009.	
			1.5 Complete FPMS and EPMS process	1.5 Used EPMS and FPMS process to plan for individual employee plans of work and submit documents to Personnel Office.	1.5 Continue to use the EPMS and FPMS process to support professional development of faculty and staff and support excellence, integrity, and innovation at the College
			1.6 Analyze State Tech program vitality results and complete program review process for scheduled academic programs	1.6 Submitted program vitality data; reviewed report data; and used results from internal program review process to improve programs in these areas; and all programs of study at the College were in good standing with the SCTCS and CHE for the 2009 program evaluation cycle. Program revisions were completed in the Electronics Associate Degree program and the Industrial Maintenance/Mechatronics Certificate program resulting in the closure of the Electronics/Electricity programs and the merger of this content with the Basic and Advanced	1.6 Work with academic departments to meet all standards for program vitality.

				Mechatronics programs effective for Fall 2010.	
			1.7 Determine course offerings for the new site at the Kershaw Campus for summer 2010 classes	1.7 Identified appropriate courses for new facilities for Biology, Information Technology, Welding, and general education; offered courses in Biology and Welding and expanded course offerings in Information Technology and general education to support programs of study at the new Kershaw County Campus.	1.7 Review the enrollment patterns at the new facilities and ensure adequate scheduling of courses.
			1.8 Plan for the relocation of the Health Sciences programs to the new downtown facility	1.8 Developed the plan for the relocation of programs, faculty, and resources to Health Sciences facility located in downtown Sumter; expanded course offerings and increased resources in Health Sciences programs in the Associate Degree Nursing program with the admission of 56 ADN students in the Fall of 2009 and 60 ADN students in the Spring of 2010; added a technical support position for the simulation technology at the new site; and expanded admissions in Medical Assisting Diploma and Medical Record Coding	1.8 Relocate the HS faculty and staff to new facility and monitor program expansion and technology resources.

				Certificate for the Fall of 2010.	
			1.9 Monitor class size to create an optimum learning environment within budgetary restraints	1.9 Provided optimum class size within budgetary restraints.	1.9 Continue to monitor class size to ensure student success.
			1.10 Implement a pilot program for assisting faculty in developing appropriate and consistent assessment strategies to support program outcomes	1.10 Identified methodology and best practices for assessment and shared with faculty in a systematic manner through the Professional Development Program on these topics: retention practices, advisement, program and learning outcomes, distance education, and methodology through student self-assessment.	1.10 Offer Professional Development Program that supports teaching and learning for faculty members.
			1.11 Work with Information and Learning Technologies to identify optimum classroom technology that supports sound pedagogy and instructional design	1.11 Identified classroom technology configurations that facilitate and support the learning environment for optimum student success; supported the implementation of the broadband grant that will result in wireless technology throughout the majority of campus locations and the purchase of carts and laptops for mobile computing in 5 configurations.	1.12 Make recommendations for classroom technology and environment to support faculty and students in the learning environment.
			1.12 Explore the feasibility of a standard grading scale within departments,	1.12 Implemented a standard 10-point grading scale in the Business and General Education	1.12 Ensure that assessment standards are appropriate for

			divisions, and the College	Division, Industrial and Engineering Technology Division, and for the Science courses in the Health Sciences Division.	each program of study and evaluate the continuation of the 10-point grading scale.
			1.13. Examine programs of study to determine feasibility of adding COL 103 College Skills as a required course	1.13 Reviewed program layout and determined course sequencing and effect of additional course requirements for program completion in programs of study; determined that COL 103 should be highly recommended for students but not required as this could have a negative impact on graduation and program completion.	1.13 Continue to review programs to provide optimum learning sequences.
			1.14 Continue to review the impact of the College Studies Certificate on retention, enrollment, and student success	1.14 Reviewed data on enrollment, attrition, graduation, and student success and implemented changes in program layout for additional courses to be included in the program; monitored program completion and improved graduation rate; tracked students in this program of study; communicated with new students in this program with a letter of welcome from the program manager; and conducted a survey of the graduates of the program ; results reflected 91.3%	1.14 Incorporate the College Studies Certificate Program in the Humanities and Social Sciences' Department management of programs of study.

				of the respondents were clear that the CSE Certificate was preparing them for their intended program of study; 91.3% enrolled in their target program of study after completing of the CSE Certificate; and 95.7% were either satisfied or very satisfied with their experience in the CSE Certificate; calculated the CSE graduation rate from the Fall 2008 cohort at 27%.	
3	2.	Provide relevant curricula in academic divisions and related continuing education programs	2.1 Conduct program review process	2.1 Reviewed program and course content for relevance and identified appropriate learning outcomes and measures for programs and courses; revisions in programs were completed in Welding, Environmental Engineering Technology, Mechatronics, Associate Degree Nursing, Medical Record Coding, and Surgical Technology.	2.1 Monitor achievement and assessment of student learning outcomes and program outcomes.
			2.2 Conduct advisory committee meetings and maintain communication with business and industry	2.2 Held meetings; maintained records of meetings; used results from advisory committee input to improve programs and courses in Mechatronics with a merger of the Industrial Maintenance Technology and Electronics Technology curricula; revised	2.2 Conduct meetings and maintain strong relationships with the business and industrial community.

				curriculum in welding, engineering graphics, paralegal, and information technology; and maintained ongoing relationships with business and industry supporting the mission of the College.	
			2.3 Maintain postsecondary transfer agreements	2.3 Reviewed agreements periodically and implemented new agreements with St. Leo University, Morris College, and Strayer University.	2.3 Review agreements and identify additional opportunities for articulation with senior institutions creating greater opportunities for students
			2.4 Maintain record of articulated secondary courses	2.4 Worked collaboratively with the Registrar and reviewed records; promoted this service to secondary students; worked collaboratively with secondary personnel for new cycle of agreements for 2010-2015.	2.4 Review agreements and identify opportunities for connectivity between secondary and postsecondary institutions in the College's service area.
			2.5 Develop new programs of study and revise existing programs through evolving workplace needs; advisory	2.5 Made recommendations to the Curriculum Committee for new programs of study and revisions to existing programs; scheduled	2.5 Conduct surveys of the service area to determine need for new programs of

			committee input; and changes in technology and implement course offerings to support new and revised programs of study	courses to support the new and revised programs of study in Massage Therapy and Human Services Certificates for Fall 2010.	study.
			2.6 Ensure that all course syllabi have the required content and provide consistent course information	2.6 Evaluated current practices related to syllabi structure and distribution; revised content for consistent information throughout the College; and implemented the electronic distribution process for course syllabi to support accessibility and sound budgetary practices.	2.6 Maintain all course syllabi for currency and completeness and provide these learning resources to students electronically.
			2.7 Examine programs of study to determine feasibility of a capstone course to measure program outcomes and ensure appropriate measures exist for measuring program outcomes	2.7 Reviewed program layout and identified program outcomes and measures.	2.7 Determine effectiveness of learning outcomes and use for continuous improvement.
			2.8 Explore a required apprenticeship or internship in selected programs of study	2.8 Continued to review curriculum and identified programs where internships support the program outcomes in the Paralegal, Engineering Graphics, Automotive, and Natural Resources Management programs.	2.8 Assess the effectiveness of apprenticeship and internship opportunities for students.

			2.9 Collaborate with Continuing Education program managers to identify appropriate and timely training opportunities for integrated offerings	2.9 Implemented collaborative programs or initiatives between credit and continuing education in welding and information technology; implemented shared resources for welding; worked collaboratively to provide training for Sykes industry startup; and determined effectiveness of offerings through continuous communication and evaluation.	2.9 Identify appropriate programs and resources for collaboration and evaluate effectiveness of mutual programs.
2	3.	Provide a comprehensive distance education program through an integrated virtual learning community	3.1 Integrate the plan of action developed in 2008-2009 by the Distance Education Team within budgetary constraints	3.1 Reviewed plan and identified connections to academic divisions, student services, and related support areas of the College; transitioned to D2L delivery venue for online learning.	3.1 Coordinate all elements of the Distance Education Plan of Action within the academic departments for full integration ensure student success in electronic delivery modes.
			3.2 Ensure integrity of online learning assessment	3.2. Identified the issues related to online learning assessment and prepared a solutions-based approach to ensuring instructional integrity by secure login procedures; implemented an electronic and test proctoring system; developed and published an Academic Integrity Honor	3.2 Implement a secure environment for all online learning assessment and engagement; and publish the Academic Integrity Honor Code on the College's website and in the course

				Code.	syllabi Section A.
			3.3 Transition the electronic online learning delivery software system to Desire2Learn	3.3 Mapped a transition timeline with measures for evaluation and implementation for Fall 2009 and successfully transitioned to D2L and offered 95 sections with 1,102 unduplicated students in Fall; and 103 sections with 1,133 unduplicated students for Spring in online classes.	3.3 Monitor D2L delivery of online instruction and evaluate course offerings, sections, and programs of study.
			3.4 Increase the number of support staff in the Learning Resources Department to provide expanded online services to students and expand professional development opportunities for faculty	3.4 Requested and received an additional staff position in the Learning Resources Department to support technology resources in the online environment for both students and faculty.	3.4 Evaluate the personnel needs and support resources for the Learning Resources Department.
			3.5 Evaluate the accessibility, effectiveness, and quality of distance education courses and programs	3.5 Reviewed evaluations of distance education courses, studied enrollment patterns, compared effectiveness with face-to-face courses, participated in the Course Success Team process; and provided increased course offerings where appropriate while continuing to expand online programs of study; and expanded hybrid offerings.	3.5 Review evaluation of online learning courses and compare to results in traditional courses to ensure consistency in student outcomes and learning.

			3.6 Market the availability and benefits of online learning opportunities	3.6 Provided information to promote the availability and benefits of online learning.	3.6 Market the online learning environment for each semester.
			3.7 Provide support to students through integrated user support services	3.7 Communicated the availability of services through the User Support Center.	3.7 Encourage students, faculty, and staff to utilize the User Support Center and communicate this available service to adjunct faculty members.
7	4.	Support retention activities creating student success through program completion	4.1 Integrate the plan of action developed in 2008-2009 by the Retention Team within budgetary constraints	4.1 Reviewed plan and identified connections to academic divisions, student services, and related support areas of the College.	4.1 Implement the 2010-2011 Retention Plan
			4.2 Increase the graduation and success rates by at least 3% annually for the next 3 years	4.2 Implemented retention strategies to improve the College's graduation rate over the next three to five years; increased the graduation rate to 10% compared to 8% from the previous graduation reporting cycle; increased the success rate to 36% for Fall 2009 compared to 35.2% for Fall 2008; and implemented a comprehensive advisement and tracking system	4.3 Implement measures that will support the College's goal of realizing a 25% graduation rate by 2015.

				of advisees.	
			4.3 Support the implementation of a face-to-face College Orientation program	4.3 Communicated suggested program content revisions from the Retention Team to appropriate departments resulting in revisions in COL 103 and in the addition of an alternative course for the Health Sciences Prep and College Studies Certificate programs.	4.3 Continue to evaluate COL 103 content and effectiveness; and include curriculum review of preparatory programs to support student program completion.
			4.4 Support the implementation of a pilot program to offer tutoring services to students	4.4 Collaborated with the Student Affairs Division for the review of organizational structure for a Tutoring Center; and implemented a Tutoring Center in the Academic Affairs Division opening on January 19, 2010; developed and implemented a plan for the first 6 months of operation; and continued evaluation of services to facilitate continuous improvement; by conducting 1,258 tutoring sessions serving 162 students in the following content areas: Mathematics, English, Spanish, Reading, Accounting, Biology, Chemistry and Computer Technology.	4.4 Evaluate the effectiveness of the Tutoring Center's organization structure; expand the tutoring services to online accessibility and identify methods for expanding to outreach locations.

			4.5 Develop additional methods and programs of intervention that will help support student retention and success such as a readmission success program	4.5 Maintained programs such as the Success in Biology, Success in Nursing, and participated in the New Student Orientation offered collaboratively with the Student Affairs Division; offered a division-specific student orientation for the Industrial and Engineering Technology Division; did not implement a program for readmitted students who have experienced academic challenges.	4.5 Continue to offer success programs and identify areas for expansion of these successful programs within individual academic departments; and consider the identification of a program for readmitted students.
			4.6 Provide continued support for growth of programs in the Industrial and Engineering Technology Division through the scholarship initiative	4.6 Requested scholarships for the 2009-2010 academic year ; awarded 35 scholarships; and created a greater awareness of the career opportunities in these fields of study with a record enrollment of over 500 students in the Industrial and Engineering Technology Division.	4.6 Offer the Industrial and Engineering Technology Division scholarships during the 2010-2011 academic year; and work collaboratively with the Business Affairs Division to monitor the awards in an effective manner.
7	5.	Provide a comprehensive dual enrollment program and supporting EEDA activities	5.1 Maintain dual enrollment program offerings in existing secondary schools	5.1 Determined effectiveness of programs and identified areas for continuous improvement; reinstated the dual enrollment program at one high school;	5.1 Offer dual enrollment programs and expand into more technical courses through

				expanded technical program offerings to welding, automotive, and mechatronics; enrolled 429 students from 14 high schools in 53 sections of classes of dual enrollment courses.	collaborative offerings with area secondary career centers.
			5.2 Increase dual enrollment program offerings in technical programs of study	5.2 Identify college programs of study to be aligned with secondary programs of study and seek to establish and offer dual enrollment courses.	5.2 Work with area high schools and career centers for expansion of dual enrollment.
			5.3 Integrate all EEDA activities into a collaborative approach between related secondary and postsecondary activities	5.3 Identified areas of collaboration namely dual enrollment, career planning and awareness, and articulation and provided connecting activities between secondary and postsecondary programs; met with secondary personnel to revise existing articulation agreements.	5.3 Implement the EEDA activities that connect secondary and postsecondary initiatives.
			5.4 Sponsor summer institute programs to generate interest in Industrial and Engineering Technology programs	5.4 Identified selected programs in Automotive and Engineering Graphics Technology for summer 2009; planned the program of delivery, and promoted to the public with moderate participation of approximately 10 students.	5.4 Evaluate the effectiveness of offering a Summer Institute and determine whether this is a viable recruitment activity.

3	6	Provide information resources and services to support the curriculum and information needs of the College in the academic environment	6.1 Maintain Library (physical facility), Library staff, and print and electronic resources	6.1 Ensured that students, including online students, faculty, and staff had access to exceptional information resources.	6.1 Provide accessibility to students, faculty, and staff of learning resources in the Library.
			6.2 Collaborate with faculty and staff to determine the selection of learning resources at all locations	6.2 Identified needs and selected resources for all locations based upon budgetary restraints; assisted with planning for the Health Sciences and Kershaw facilities for learning resources.	6.2 Evaluate all learning resources and provide adequate resources at outreach locations.
			6.3 Ensure the communication to all users regarding the services of the Library	6.3 Provided information through electronic delivery, printed materials and web information in a timely and accurate manner.	6.3 Support the distribution of resources through electronic means and evaluate the effectiveness.
			6.4 Identify needs to Information Systems regarding student technology requirements and physical environment	6.4 Identified needs and communicated specific end user support requirements.	6.4 Evaluate electronic student resources and determine adequacy of classrooms, training, and accessibility of technology to support student success.
3	7.	Provide faculty and staff with professional	7.1 Assess faculty and staff professional development	7.1 Solicited requests for professional development and	7.1 Formulate a 2010-2011 PDP

		development activities	needs and develop an integrated program of offerings	studied the results of the previous year's evaluations; offered 102 sessions for College employees with an average rating of 3.65 on a 4.0 scale.	calendar based upon evaluation of the previous year's offerings and the identification of training needs by the faculty and staff.
			7.2 Expand the professional development offerings for methodology and pedagogy for faculty members and maintain the focus on technology in the learning environment	7.2 Identified priorities for offerings and scheduled within the PDP calendar with distribution in July 2009 for the 2009-2010 academic year.	7.2 Publish a 2010-2011 calendar and distribute.
			7.3 Maintain the delivery of a comprehensive faculty orientation program for new faculty with ongoing opportunities for professional growth including a mentorship program	7.3 Provided new faculty access to an ongoing professional development orientation program in a hybrid format; evaluated the feedback on delivery method for continuous improvement; did not include a mentorship aspect for this rotation based upon high demands for human resources due to enrollment growth.	7.3 Offer new faculty orientation and provide support for new faculty throughout their initial employment with the College; identify method to offer mentor-type activities within budgetary restraints.
			7.4 Explore an alternative delivery for adjunct faculty training within budgetary restraints while still ensuring quality of content	7.4 Identified alternative delivery methods and determine effectiveness and cost for delivery; received a rating of 3.75 and 3.73 for fall and spring	7.4 Offer Adjunct Faculty Training with input from the Adjunct Faculty Forum conducted in

				sessions respectively on adjunct faculty training and with 111 adjunct faculty members participating in the training during the fall and spring semesters.	May 2010 for expansion and revision of the program
			7.5 Build a sense of community within the Academic Affairs Division	7.5 Identified ways the faculty and staff in the Academic Affairs Division can create a positive work environment that supports the collegiate nature of the institution through the exchange of ideas in the Academic Planning Forum, faculty meetings; and Fall Kickoff; focused on student success through the Retention Team; Virtual Learning Team; and the implementation of the Tutoring Center.	7.5 Schedule more faculty meetings as requested by the faculty; increase the frequency of communication; and seek ways to create sense of accomplishment supporting the College's values.
7	8.	Provide support for all related Student Affairs initiatives and services creating student success	8.1 Work collaboratively with Student Affairs and Enrollment Team to support enrollment growth	8.1 Identified methods and techniques for faculty and staff to promote program vitality and support enrollment initiatives; increased the retention rate of the Fall 2008 cohort to 63.3% as compared to 50% from the previous Fall 2007 cohort.	8.1 Continue to provide assistance to academic departments to ensure program vitality in meeting all three standards as established by the SC Technical College System.

			8.2 Support the initiatives and activities of the Academic Advisement Center to facilitate sound academic advising	8.2 Identified barriers to enrollment growth and program completion associated with advisement issues and made necessary changes resulting in a comprehensive approach to increasing the awareness of program completing and the inclusion of a college-wide goal of increasing the graduation rate to 25% by 2015 as outlined in the College's Strategic Plan for 2010 to 2015.	8.2 Continue to create a positive environment supporting program completion by students.
			8.3 Provide input into the development of the tutoring initiatives sponsored by Student Affairs	8.3 Responded to requests for support and identified methods of integration into the Academic Affairs programs with communication with the TriO staff to coordinate tutoring efforts at the College.	8.3 Work collaboratively with the TriO staff and identify connectivity between TriO programs and the Tutoring Center and other academic initiatives such as retention and program completion.
			8.4 Contribute to a strong working relationship between Student Affairs and Academic Affairs	8.4 Integrated people and resources to better serve the students through shared communication and focus on mutual goals through such initiatives as the Counselor's Breakfast, Career Counseling	8.4 Offer activities that foster working relationships both internally and externally.

				workshops; Advisement Center; advisement tracking; and the implementation of the Tutoring Center.	
1	9.	Maintain strong viable internal and external partnerships to accomplish the mission of the College	9.1 Maintain the College's relationships with the secondary schools through dual enrollment, EEDA, and articulation	9.1 Established methods that will support growth of dual enrollment, EEDA activities, and articulation with EEDA supporting Showcase 2010; dual enrollment; Counselor's Breakfast; and CSI career presentations.	9.1 Coordinate activities that support the secondary relationships and EEDA requirements.
			9.2 Ensure required connectivity with the Perkins grant and EEDA and all areas of Academic Affairs	9.2 Identified the Early Care and Education programs of study for Perkins compliance and identified expenditure areas for Perkins funds in Academic Affairs with a budget of \$342,000.	9.2 Identify a program of study for the EEDA connectivity with Perkins.
			9.3 Collaborate with WIA and Quick Skills program personnel to deliver instruction for short-term training in Continuing Education and credit programs	9.3 Identified welding, EMT, and CNA programs appropriate for these initiatives and responded to the request for training through comprehensive enrollment and training activities.	9.3 Coordinate activities with Continuing Education where appropriate to maximize resources.
			9.4 Pursue the Title III funding for the Distance Education plan implementation	9.4 Worked with the College's grant writer and submitted proposals by designated deadline.	9.4 Formulate plan for Title III and HBC grant proposals for 2010-2011 focused on career

					readiness and student success.
			9.5 Implement Year 5 of the QEP to support the project goals	9.5 Identified tasks for Year 5 and assigned to appropriate persons to begin compilation of data for report to be submitted in September 2011; compiled Instructional Technology Competency (ITC) examination results for 2009-2010 which reflected 86% competency among the faculty members which computes to a 25% increase since the inception of the program in the Fall of 2005.	9.5 Compile data from QEP and contribute to the Fifth Year Report.
			9.6 Maintain all program accreditation standards throughout the Academic Affairs Division	9.6 Reviewed program standards and ensure compliance within each program of study.	9.6 Monitor program accreditation standards and link to student learning outcomes.
			9.7 Explore the expansion of four-year articulation programs such as the USC Bridge program	9.7 Identified potential four-year institutions with which CCTC can facilitate articulation agreements and generated agreements with Strayer, St. Leo University, and Morris College; monitored the effectiveness of the USC Bridge program and reported on numbers of participants and transition to USC.	9.7 Explore additional opportunities for articulation with senior institutions.

			9.8 Work collaboratively with the local economic development personnel to support the service area in jobs creation and industry recruitment	9.8 Responded when requested to participate in industry recruitment and model programs after industry requirements.	9.8 Assist local economic development personnel to support job creation and a viable workforce.
4	10.	Support effective communication, organizational structure, budgetary, and data management	10.1 Communicate accurate and timely information regarding Academic Affairs initiatives	10.1 Scheduled periodic meetings and invited greater participation in internal programs and initiatives for increased communication.	10.1 Schedule meetings and activities that improve and support effective communication.
			10.2 Foster positive internal and external customer service	10.2 Identified areas for improvement in customer service and established practices to improve.	10.2 Support positive customer service that realizes the College's values.
			10.3 Hire faculty and staff to reflect a diverse ethnicity and plan for academic structure within a changing employee structure	10.3 Advertised and filled faculty and staff positions with qualified and diverse persons when available; added faculty positions in mathematics and nursing; and explored preliminary plans for a viable plan for the succession of employees in the Academic Affairs Division.	10.3 Identify personnel resources and request positions where needed.
			10.4 Communicate the organizational structure and roles of employees to faculty and staff and review all	10.4 Conducted review of positions and descriptions for faculty and staff for effectiveness; reorganized Continuing Education as a separate	10.4 Evaluate organizational structure for effectiveness.

			positions to ensure relevance	organizational unit under the leadership of the President.	
			10.5 Practice sound budgetary practices of allocated resources	10.5 Participated in annual budgetary review process and planned for upcoming year's budget; submitted annual equipment requests with purchases in excess of \$616,000 from Perkins and the College's annual funds for Academic Affairs; purchased \$206,000 biology equipment and \$374,000 for welding equipment for the Kershaw County Campus; purchased in excess of \$2M in equipment and furnishings for the Health Sciences facility through grant funds; and encouraged usage of all external funding sources.	10.5 Complete sound budgetary practices to accomplish the Division's plan of work.
			10.6 Utilize data to make sound decisions regarding curriculum and management or related resources	10.6 Identified data necessary for decision making, made requests, and review for continuous improvement by the Retention Team, the Course Success initiative, student evaluations, review of the College Studies Certificate Program, and the annual program review process.	10.6 Review, analyze, and distribute data to make sound academic decisions.
			10.7 Revise existing	10.7 Identified priority system to	10.7 Continue to

			Academic Affairs directives to reflect current practices	review the directives; reviewed directives related to Academic Affairs, and made revisions for publication after approval.	review directives to reflect the practices of the College.
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SUPPORTING DOCUMENTATION

Results Reference	Name of Document	Source/Author/Person Responsible
1.1	Annual Planning Forum Agenda	VP for Academic Affairs
1.2	2009-2010 Academic Affairs Plan of Action	VP for Academic Affairs
1.3	Alumni Survey	Director of Planning and Institutional Research
1.3	Advisory Committee Minutes	Dean of Instruction
1.3	College Studies Certificate Survey Results	Director of Planning and Institutional Research
1.4	Student Evaluation of Instruction	Director of Planning and Institutional Research
1.5	EPMS and FPMS Document	VP for Academic Affairs
1.6	Program Vitality Report for 2008-2009	VP for Academic Affairs
1.6	Program Layout for Basic Mechatronics and Advanced Mechatronics	Dean of Instruction
1.6	Transition Plan for Merger of Electronics Technology and Industrial Maintenance	VP for Academic Affairs
1.7	Course Schedule for Summer 2010 and Fall 2010	Public Relations
1.8	Admissions Records for Health Sciences	Dean of Health Sciences
1.9	Roster of Class Enrollment	VP for Academic Affairs
1.10	Professional Development Program Calendar	Director of Learning Resources
1.11	Equipment Purchase Requisitions and Broadband Grant Proposal	Director of Learning Resources and Director of Accounting
1.12	Course Syllabi	VP for Academic Affairs

1.13	Division Minutes and College Studies Certificate Study Group Minutes	Division Deans
1.14	College Studies Certificate Study Group Minutes	VP for Academic Affairs
2.1	Program Review Report	Dean of Instruction
2.2	Advisory Committee Minutes	Dean of Instruction
2.3	Postsecondary Transfer Agreements	VP for Academic Affairs
2.4	Student Records and Minutes of Articulation Meeting	VP for Academic Affairs
2.5	Area Commission Minutes	Office of the President
2.6	Course Syllabi	VP for Academic Affairs and Division Deans
2.7	Program Outcomes	Dean of Instruction
2.8	Departmental Minutes	Department Chairs/Program Managers or Division Deans
2.9	Welding Department Budget	Dean of Industrial and Engineering Technology
3.1	Distance Education Plan of Action	Director of Learning Resources
3.2	Academic Integrity Honor Code	Director of Learning Resources
3.3	Distance Education Plan of Action	Director of Learning Resources
3.4	Organizational Chart for Learning Resources	Director of Learning Resources
3.5	Distance Education Plan of Action	Director of Learning Resources
3.6	Course Schedules for Fall, Spring, Summer and Other Promotional Materials	Director of Learning Resources
3.7	Organizational Chart of User Support/User Support Services Utilization Report	Director of Learning Resources
4.1	Retention Plan of Action	Retention Team Chair
4.2	Graduation Data/Report	Director of Planning and Research
4.3	Agenda for New Student Orientation Program	Retention Team Chair
4.4	Organizational Chart for Instructional Support Department	Director of Admissions and Records
4.5	Agenda for Success in Biology, Success in Nursing and New Student Orientation	Division Deans and Director of Admissions and Records
4.6	Scholarship Promotional Flyer	Dean of Industrial and Engineering Technology

5.1	Dual Enrollment Report	Outreach Coordinator
5.2	Dual Enrollment Report	Outreach Coordinator
5.3	Outreach Plan	Outreach Coordinator
5.4	Summer Institute Program Information	Dean of Industrial and Engineering Technology
6.1	Library Utilization Report	Head Librarian
6.2	Minutes of Library Committee Meeting	Head Librarian
6.3	Communications from Head Librarian	Head Librarian
6.4	Capital Projects Request	Director of Learning Resources
7.1	2009-2010 Professional Development Program Calendar	Director of Learning Resources
7.2	2009-2010 Professional Development Program Calendar	Director of Learning Resources
7.3	New Faculty Orientation Schedule	Dean of Instruction
7.4	New Faculty Orientation Schedule	Dean of Instruction
7.5	Faculty Meeting Agenda, Academic Planning Forum Agenda, Retention Team Plan of Action, Virtual Learning Team Plan of Action, and Tutoring Center Schedule	VP for Academic Affairs, Retention Team Chair, Director of Learning Resources, and Dean of Instruction
8.1	Retention and Graduation Rate Data	Director of Planning and Institutional Research
8.2	Departmental Plans of Action and 2010-2015 Strategic Plan	Director of Planning and Institutional Research
8.3	Schedule of Meetings with TriO staff	Dean of Instruction and Tutoring Coordinator
8.4	Counselors Breakfast Agenda, Advisement Training in PDP Calendar, Tutoring Center Schedule	Outreach Coordinator, Director of Learning Resources, Tutoring Center Coordinator
9.1	2009-2010 EEDA Plan of Action	Outreach Coordinator
9.2	2009-2010 EEDA Plan of Action	Outreach Coordinator
9.3	Schedule of Courses	Director of Continuing Education

9.4	2009-2010 Distance Education Plan of Action	Director of Learning Resources
9.5	QEP Year 5 Report	Director of Learning Resource
9.6	2009-2010 Department Plans of Action	VP for Academic Affairs
9.7	Articulation Agreements and Academy One Website	VP for Academic Affairs
10.1	AMT, Deans Council, and Faculty Meeting Minutes/Agenda	VP for Academic Affairs
10.2	2009-2010 Professional Development Calendar	Director of Learning Resources
10.3	Organizational Chart for Academic Affairs	Director of Personnel
10.4	Organizational Chart of Academic Affairs and Position Descriptions	Director of Personnel
10.5	Equipment Budget Report	VP for Business Affairs
10.6	Argos Reports	Academic Affairs Personnel
10.7	Directives	VP for Academic Affairs

Student Affairs
ANNUAL EFFECTIVENESS REPORT
AY 2009-2010

College Goal # Supported	Division Objective #	Division Objective	Implementation Tasks	Results	Use of Results
3, 7	1	Provide quality student support services through effective planning, use of results, and surveys	1.1 Develop annual plan of action for Student Affairs; review with staff; distribute to other divisions according to the annual planning timeline; and assess progress periodically.	1.1 Participated in annual Planning Forum; solicited input on plan of action; drafted plan and reviewed with staff; submitted to other divisions. Assessed progress to ensure goals were being met.	1.1 Participate in the Planning Forum; review college goals, surveys, and reports. Plan objectives and projects that support college goals.
			1.2 Ensure Student Affairs departments have integrated plans of action reflecting college objectives and goals.	1.2 Directors developed departmental plans of actions which were directly linked to division plan and college goals.	1.2 Develop integrated departmental plans of action. Develop plan of action for TRIO program which supports college goals as well as federal requirements.
			1.3 Review results of College surveys to improve student services.	1.3 Implemented improvements by using results from College surveys, Registration Critiques, feedback from Enrollment	1.3 Continue to use surveys and evaluations to improve services. Strive for minimum

				<p>Management Team, and program evaluations. Programs and Services Survey indicates satisfaction rates between 89% and 97% for all areas within the division. Reviewed and revised transfer credit policy. Reviewed end of term processing and implemented quality check process. Conducted program review on graduation process and made revisions. Conducted program review on job placement process and made revisions.</p>	satisfaction rates of 91%.
			1.4 Complete EPMS process.	<p>1.4 Used EPMS process for all staff members to plan for individual employee plans of work, evaluate performance, and provide feedback. Submitted documents to Personnel Office.</p>	1.4 Continue EPMS process, provide periodic feedback to staff, and provide professional development opportunities and training as needed.
1	2	Increase enrollment and awareness of the College through comprehensive recruitment strategies and partnerships	2.1 Develop an effective and comprehensive recruitment plan which includes secondary schools, area churches, Hope Centers, community agencies, and local businesses.	<p>2.1 Expanded activities resulted in an enrollment increase of 32 %. Fall 2009 enrollment: 4055, Spring 2010 enrollment: 4205. Summer 2010 enrollment:</p>	2.1 Continue to participate in recruitment activities at various agencies, PTA meetings, churches, and local vendors to

				2420.	increase enrollment by 5% for Fall 2010. Target military families to increase their enrollment by 5%.
			2.2 Increase awareness of CCTC programs of study at high schools in four-county area.	2.2 Conducted 36 CCTC recruiting presentations in high school classrooms.	2.2 Continue to pursue classroom presentations.
			2.3 Strengthen the College's relationships with secondary schools, adult education centers, and career centers.	2.3 Communicated with high school counselors, principals, and adult education coordinators via email, telephone contact, and face to face visits.	2.3 Continue communications with secondary schools, adult education centers and career centers. Identify potential sources for partnerships.
			2.4 Promote three Open House events annually	2.4 Coordinated three open houses for 2009-2010 with a total of 124 attendees with Student Services staff and faculty.	2.4 Continue to host at least three Open House events annually. Determine feasibility of offering Open House events at outreach locations.
			2.5 Expand use of Banner recruit module to increase data on	2.5 Ran recruit reports in Argos bi-monthly and contacted potential students.	2.5 Review recruitment reports each semester to

			potential students	Recruit source of prospects was expanded to include SRIPPEL, web recruits and admissions emails.	identify areas of strength and areas needing improvement. Use data to provide feedback to Recruitment Office.
			2.6 Market dual enrollment program offerings in existing secondary schools.	2.6 Communicated to secondary counselors, prospective students, and their parents the benefits of the dual enrollment program; distributed new brochure; administered placement testing at secondary schools. Enrolled 429 students in dual enrollment courses.	2.6 Continue to market dual enrollment opportunities. Expand marketing of opportunities in technical education programs.
			2.7 Promote articulation program to guidance counselors and potential students.	2.7 Discussed the articulation program with guidance counselors and students to increase awareness. Worked collaboratively with Dual Enrollment Coordinator to ensure adequate records.	2.7 Continue to promote articulation opportunities and complete reports.
			2.8 Market availability of admissions online application.	2.8 Promoted online application during visits at local high schools, Adult Ed. Centers, and community agencies. Provided new link on website for online	2.8 Increase the percentage of prospects that become students by 5% through intensive

				application. A total of 787 web applicants were admitted out of 2235 applications received from Spring 200820-Spring 200920.	communications.
			2.9 Promote availability of financial aid and importance of applying for financial aid early	2.9 Incorporated financial aid information in recruiting presentations and distributed financial aid literature; provided workshops to current students; incorporated financial aid information into New Student Orientation; held FAFSA New Year Events.	2.9 Continue to distribute information regarding financial aid through a variety of sources. Market special events earlier to increase participation. Develop semester data reports.
			2.10 Work closely with PR Director on marketing materials and recruitment activities	2.10 Scheduled meetings with PR director as needed. Requested and reviewed new marketing materials such as postcards and flyers. Reviewed and edited catalog and handbook.	2.10 Continue to schedule regular meetings with PR. Review requested marketing materials for accuracy prior to reproduction.
			2.11 Market disability services to high school students and adult education students	2.11 Conducted 3 small group workshops for high school ADA students and ADA adult education students. Provided information on classroom and testing accommodations on	2.11 Continue to revise website and flyers as needed. Offer special workshops for students registered

				the College's website under ADA services for students and instructors.	with Disability Services to improve chances for success.
			2.12 Conduct Financial Aid Night presentations in all area high schools	2.12 Contacted area Guidance Counselors and increased number of presentations and public contacts with prospective students and parents; increased awareness of CCTC as an option for post-secondary education; conducted 7 aid night presentations, representing an increase of 3 over previous year.	2.12 Continue to contact Guidance Counselor and increase public contact in four county high schools by 20%.
			2.13 Offer financial aid workshops on campus for general public	2.13 Planned, promoted, and presented 26 campus workshops and provided FAFSA filing assistance. Promoted timely FAFSA filing, increased public awareness of CCTC services, and showed CCTC as a cost-effective option for higher education. Implemented Financial Literacy Program into TRiO.	2.13Continue to offer workshops, increase publicity efforts to raise awareness of aid options in the community. Focus on financial literacy programs.
			2.14 Determine feasibility of hosting Sumter County's College Goal Sunday event in conjunction	2.14 Planned, promoted, and hosted College Goal Sunday in conjunction with USC-	2.14 Continue to host, using student and volunteer

			with national event; request change of location to CCTC	Sumter and Morris College to promote timely FAFSA filing. Increased student participation 300% over previous year.	surveys and suggestion to improve event and increase participation.
			2.15 Generate reports of students who have completed the FAFSA, but have not applied or been admitted to the college.	2.15 Developed a FAFSA Not Admitted Report to increase application and acceptance of students to the College; ran reports weekly and communicated with students. 401 packets sent as a result of report. 165 (41%) admitted.	2.15 Continue to utilize report to recruit students. Increase admitted rate to 50%.
			2.16 Work closely with the IET Division to promote scholarships to eligible students.	2.16 Increased student enrollment in IET certificates, diplomas, and degrees. Assumed responsibility for development and maintenance of application and reports, and awarding of scholarships.	2.16 Continue to promote, manage and report IET Scholarship Program.
			2.17 Collaborate with Business Office to implement Educational Fee Waivers for students needing additional financial assistance.	2.17 Initiated EFW assistance by identifying and assisting students who met the eligibility criteria for discretionary, institutional financial assistance. Enabled enrollment for 19 students who would not otherwise be able to attend CCTC.	2.17 Continue to offer EFW assistance and increase maximum amount for students with extenuating circumstances.

			2.18 Market availability of programs and services at outreach locations.	2.18 Promoted accessibility and availability through flyers, website, newspaper advertisements and outreach events. Assigned financial aid liaison to outreach locations. Scheduled and maintained comparable services and workshops at FEDuBose, Kershaw and Lee County locations. Satisfaction with satellite campuses was 94%.	2.18 Continue to improve and expand services at outreach locations.
2	3	Promote distance education program to increase accessibility and enrollment	3.1 Market the availability and benefits of online learning opportunities.	3.1 Provided information to prospective students, readmitted students, and students completing change of programs to promote the availability and benefits of online learning. Promoted distance education during recruiting activities.	3.1 Continue to market online learning as a viable option for enrollment.
			3.2 Administer technology test to all students to ensure appropriate course placement.	3.2 Determined appropriate technology placement for students through communication with Dean of Gen. Ed and Business.	3.2 Conduct annual review on technology placement cut score.
			3.3 Ensure integrity of online learning assessment.	3.3 Identified the issues related to online learning assessment. Installed Net Support to better monitor	3.3 Continue to monitor issues related to online testing, revise

				testing activity. Trained testing staff on test administration procedures. Expanded testing center to accommodate enrollment growth and increased testing activity.	Testing Procedures Manual as needed. Conduct periodic trainings for testing staff.
3	4	Provide relevant support services to enhance curricula in academic divisions	4.1 Continue to work collaboratively with Academic Affairs to provide quality academic advisement	4.1 Continued to advise new students and targeted student groups through the Advisement Center; identified barriers to enrollment growth and program completion associated with advisement issues and made necessary changes. Provided academic advisement through the TRiO program.	4.1 Continue to provide advisement services to support Academic Affairs. Provide feedback on program concerns and registration issues.
			4.2 Maintain record of articulated secondary courses	4.2 Worked collaboratively with Dual Enrollment Coordinator and Registrar to review current records. Promoted articulation opportunity to secondary students during the recruitment and admissions process.	4.2 Complete articulation reports based on Student Affairs Task List timeline. Continue to promote articulation opportunities to students and secondary school personnel.
			4.3 Assist with the promotion of	4.3 Administered 329 TEAS	4.3 Schedule

			health sciences programs by providing comprehensive testing services	exams in 2009-2010. Discontinued use of HOBET per request of Health Science Division. Promoted and administered annual Surgical Technology Certification Exam. Implemented a Biology Placement Exam.	additional TEAS exams based on demand and program requirements. Communicate testing concerns to Dean of Health Sciences.
			4.4 Increase student awareness of policies, procedures, and services	4.4 Provided 9 academic policies and procedures presentations to College 103 classes. Utilized myCCTC to post announcements and send messages to students. Communicated information to students through the TRiO program.	4.4 Continue to offer appropriate presentations and utilize myCCTC and the College's website to disseminate information to students.
7	5	Support retention activities thereby creating student success through program completion	5.1 Implement a face-to-face College Orientation program and revise online orientation.	5.1 Developed face-to-face New Student Orientation. Collaborated with academic department to develop content. Coordinated 5 sessions for fall, one Spring session, and revamped online orientation. 505 students attended Fall NSO with overall rating of 3.75. 88 students attended Spring NSO.	5.1 Monitor the effectiveness of face-to-face and online orientations. Revise content based on student evaluations and faculty and staff feedback.

			5.2 Implement tutoring services for students within budgetary constraints.	5.2 Investigated funding sources for tutoring services; collaborated with Academic Affairs to develop implementation plan. Opened Tutoring Center in January 2010 in the Academic Affairs Division. Offered tutoring services through the TRiO program.	5.2 Management of Tutoring Center is in Academic Affairs. Assess the effectiveness of the TRiO tutoring program by tracking data.
			5.3 Provide accurate and efficient advisement and registration services to students.	5.3 Conducted annual advisement and registration training to staff; managed registration lab; monitored registration process through online Registration Critique. Provided personal advisement and registration assistance to TRiO participants.	5.3 Continue to provide advisement and registration training. Monitor registration process through online Registration Critique.
			5.4 Develop a comprehensive career services program to prepare students for success by providing educational and career development opportunities in collaboration with College divisions and community partners.	5.4 Purchased additional career services materials for the center. Conducted 19 presentations to increase awareness of Career Services; expanded availability of online resources through Career Central-396 students, 32 alumni, and 59 businesses are registered. Developed a career planning action plan for students using Career	5.4 Pursue grant opportunities to establish a comprehensive Career Services Center to better meet employment needs of students. Consider purchasing Perfect Interview. Update Program Profiles

				Services.	annually. Conduct a program review on Career Services in 2010-2011.
			5.5 Explore internship opportunities for students that provide program specific job training.	5.5 Established partnerships with local businesses and industries. 59 businesses are registered on Career Central. Did not to establish internship opportunities for students due to economic conditions.	5.5 Explore the possibility of internships for 2010-2011.
			5.6 Expand employment opportunities for CCTC students and graduates.	5.6 Established partnerships with local businesses. 59 businesses are registered on Career Central. Did not host an on-campus annual job fair due to economic conditions.	5.6 Plan and host annual Job Fair in 2010-2011. Improve current job placement satisfaction rate of 91%.
			5.7 Increase pass rate of students referred to Early Alert Program.	5.7 Collaborated with Academic Affairs to establish a Tutoring Center. The Early Alert program was moved to Tutoring Center.	5.7 Effective January 1, 2010, Early Alert Program was moved to Academic Affairs.
			5.8 Increase faculty awareness of Early Alert Program benefits.	5.8 Did not Develop WebCT training on Early Alert Program as program was moved to Tutoring Center and the College transitioned to	5.8 Effective January 1, 2010, Early Alert Program was moved to Academic

				D2L.	Affairs.
			5.9 Improve academic monitoring of Special Populations Program participants.	5.9 Developed and maintained a database utilizing Access software to monitor students' academic progress in the Special Populations Program. 81% of participants were retained in the program.	5.9 Continue to monitor academic success of participants. Develop intervention strategies to promote student success such as required counseling sessions and innovative workshops. Review program eligibility requirements.
			5.10 Increase awareness of disability services and available accommodations.	5.10 Provided list of available classroom and testing accommodations on the College's website under ADA services for prospective and current students and instructors. Collaborated with TRiO program to serve students registered with Disability Services. Received a 96% satisfaction rate for Disability Services.	5.10 Continue to revise website and flyers as needed. Offer special workshops for students registered with Disability Services to improve chances for success.
			5.11 Increase student involvement with student activities.	5.11 Coordinated activities for students that provided a wide	5.11 Aggressively market clubs and

				range of experiences including: service to the community, leadership training, and volunteer work experiences. Conducted leadership training for club officers.	organizations to students. Continue to pursue community service opportunities.
			5.12 Develop a comprehensive plan for CCTC Clubs and organizations.	5.12 Conducted thorough program review of Student Activities. Disbanded inactive organizations, revised budget process, revised timeline, revised forms and training materials. Held annual advisor and club president training.	5.12 Schedule monthly meetings with club advisors and presidents to increase student participation in CCTC clubs and ensure adherence to policies and procedures. Continue to conduct annual trainings.
			5.13 Conduct regular meetings of financial aid management group for systematic review of policies, procedures, and processes affecting student enrollment and contact with various offices related to student financial aid.	5.13 Conducted systematic review of policies, procedures, and processes affecting student enrollment. Improved communication between departments, thereby improving customer service. Received 93% satisfaction rate on accuracy of information on 2010 Programs and Services	5.13 Evaluate the ongoing need for Financial Aid Management Group; adjust meeting frequency or terminate group. Continue annual review of all policies, procedures, and

				Survey. Revised communications to students based on feedback from group. Revised appeal process and established new deadlines. Changed roster verification schedule to provide faster return of funds to students. Reviewed student loan policies and revised and streamlined processes. Implemented Direct Lending Program.	manuals.
			5.14 Implement Passport Program for students on financial aid probation to increase student awareness of responsibilities of receiving financial aid assistance and increase number of students in good standing.	5.14 Planned, promoted, and implemented Passport Program, providing probationary students with SAP information, academic and financial literacy counseling, and life skills via 36 Passport Approved workshops. Increased student awareness of the responsibilities of receiving financial assistance.	5.14 Develop and implement an evaluation system for the Passport Program to determine participation and outcomes for participants. Goal is to increase the number of students who return to SAP Good Status from probation and decrease the number who move to suspension status.

			5.15 Plan and promote workshops on topics relevant to student success.	5.15 Offered 62 workshops to provide students with knowledge and strategies for tackling financial, academic and personal issues to facilitate well-being and academic success.	5.15 Develop learning outcomes for all workshops to assess effectiveness. Revise evaluation tool. Develop annual workshop schedule using feedback received on evaluations.
			5.16 Provide financial aid services at outreach locations.	5.16 Assigned financial aid liaison to outreach locations. Scheduled and maintained comparable financial aid services at FEDuBose, Kershaw and Lee County locations. Satisfaction with satellite campuses was 94%.	5.16 Continue to improve and expand services at outreach locations.
			5.17 Implement Post 9/11 Veterans Educational Assistance Act of 2008.	5.17 Reviewed literature and made needed adjustments to Veteran's Administration policies, procedures, and publications. Continued participation in VA programs and provided improved communications and service to customers. Implemented Post 9/11 servicing to students. Received no	5.17 Continue to assess VA policies and adjust as needed.

				findings on annual VA audit.	
			5.18 Secure additional grant funding for TRiO Student Support Services.	5.18 Submitted grant proposal to obtain continued funding for TRiO program in an effort to provide additional support for students such as mentoring, tutoring, financial literacy, and cultural awareness. Effectively managed current grant program, meeting or exceeding 6 out of 8 objectives.	5.18 If funded, implement TRiO program based on federal regulations, grant objectives, and college mission and goals.
3	6.	Provide staff with professional development activities	6.1 Assess staff professional development needs.	6.1 Solicited and approved requests for professional development being mindful of budgetary constraints.	6.1 Continue to provide professional development opportunities and training to staff as budget allows. Secure additional funds if possible.
			6.2 Support faculty orientation programs by providing information for Student Affairs.	6.2 Participated in faculty orientation programs and provided information on available student support services to new and adjunct faculty.	6.2 Continue to participate in faculty orientations.
3, 7	7.	Provide support for all related Academic Affairs	7.1 Work collaboratively with Academic Affairs to enhance	7.1 Implemented initiatives of the Virtual Learning	7.1 Continue to serve on Retention

		initiatives and services creating student success	student success and retention.	Community and the Retention Team to promote program vitality and support retention initiatives. Implemented face to face orientation, assisted in the development of the tutoring center, ran reports for retention team, awarded grant aid through the TRiO program.	Team and support Academic Affairs initiatives.
			7.2 Support EEDA activities for secondary schools.	7.2 Assisted with the transition of the CSI program. Provided assistance in areas of career planning and articulation awareness. Assisted in planning and hosting Counselor's Breakfast.	7.2 Support EEDA initiatives as requested.
			7.3 Continue to review the impact of the College Studies Certificate on retention, enrollment, and student success.	7.3 Served on College Studies Certificate review team. Analyzed data on enrollment, attrition, graduation, and student success. Implemented changes and communicated benefits of program to admissions staff and students.	7.3 Continue to promote and support the CSCE program.
			7.4 Contribute to a strong working relationship between Student Affairs and Academic Affairs.	7.4 Integrated people and resources to better serve the students through shared communication and focus on	7.4 Continue to collaborate on initiatives that support the mission

				mutual goals. Collaborated on various projects such as IET Scholarship program, NSO, faculty orientations, PDP events, course scheduling, advisement, and student tracking.	of both divisions.
			7.5 Attend advisory committee meetings and provide feedback to admissions staff regarding employer needs.	7.5 Attended advisory meetings and provided feedback to admissions staff; used input to determine appropriate employment related workshops and career services.	7.5 Career Services Coordinator will continue to attend advisory meetings.
			7.6 Explore the expansion of four-year articulation programs such as the USC Bridge program.	7.6 Identified potential four-year institutions with which CCTC can facilitate articulation and monitored the effectiveness of the USC Bridge program.	7.6 Implement strategies for improving the USC Bridge Program.
4	8	Support effective communication, organizational structure, budgetary, and data management	8.1 Operate Call Center and automated call campaigns during times of heightened activity to improve customer service and communication with students, faculty, and staff.	8.1 Provided more timely response to student, faculty, and staff phone requests in the critical time frame surrounding the beginning of each semester, and alleviated the increased burden of telephone calls and voice mails for financial aid staff members during peak times.	8.1 Include summer semester in call center operations and return Admissions Office phone lines to call center during peak times. Increase satisfaction rate for promptness to at

				Received 93% satisfaction rate on courtesy and professionalism on the 2010 Programs and Services Survey.	least 91% for financial aid.
			8.2 Foster positive internal and external customer service.	8.2 Identified areas for improvement in customer service and established practices to improve. Held regular meetings of the Student Affairs Team and departmental staff. Served on Deans and Directors Council and Academic Management Team to ensure positive relationships with Academic Affairs.	8.2 Continue to serve on various committees and teams and hold regular staff meetings to ensure quality customer service.
			8.3 Hire staff to reflect a diverse ethnicity.	8.3 Advertised and filled staff positions with qualified and diverse persons when available.	8.3 Continue to hire qualified and diverse staff.
			8.4 Communicate the organizational structure and roles of employees to staff and review all positions to ensure relevance.	8.4 Conducted review of position descriptions to ensure accurate reflection of job duties and responsibilities; made adjustments as needed during the EPMS process.	8.4 Continue to review position descriptions and communicate responsibilities to staff. Cross train all financial aid counselors.

			8.5 Practice sound budgetary practices of allocated resources.	8.5 Monitored all Student Affairs budgets and allocated resources based on division mission and goals. Reviewed expenditures and developed division budgets for upcoming year. Submitted annual capital requests. Sought external funding opportunities.	8.5 Continue to monitor budgets closely to ensure expenditures align with mission and goals. Seek external funding.
			8.6 Revise existing Student Affairs directives to reflect current practices.	8.6 Reviewed all directives for Student Affairs and Academic Affairs and made revisions.	8.6 Continue annual review of Student Affairs directives to ensure accuracy of policies and procedures.
			8.7 Review existing Student Affairs web pages to ensure communication of accurate information.	8.7 Evaluated organization and effectiveness of website and made adjustments as needed. Updated forms and information on website and in myCCTC.	8.7 Continue evaluation and update regularly to ensure compliance with federal regulations and accuracy of information.
			8.8 Communicate electronically with students when feasible in light of budget constraints.	8.8 Utilized technology to communicate with students in a cost-effective and efficient manner. Used email system to communicate academic and financial aid warning and	8.8 Continue to communicate electronically with students when feasible to reduce costs.

				probations statuses. Used email for recruiting purposes.	
			8.9 Collaborate with IT staff to implement Banner XTender scanning software.	8.9 Implemented Banner XTender and trained all staff on document imaging. Provided efficient and accurate recordkeeping of student forms, documentation, etc, while cutting expenses for supplies, duplicating, and maintaining individual files.	8.9 Implement full scanning system and become paperless in financial aid and admissions in 2010-2011.
			8.10 Implement changes required by HEOA 2008 (Reauthorization).	8.10 Reviewed reauthorization documentation and began to adjust policies, procedures, and publications as mandated. Continued participation in Federal Student Aid programs, and provided improved communication and service to customers. Implemented Financial Literacy Program into the TRiO program.	8.10 Maintain systematic review of legislation and make necessary changes to policies and procedures to ensure compliance.

SUPPORTING DOCUMENTATION

Results	Name of Document	Source/Author/Person Responsible
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Reference		
1.1	2009-2010 Student Affairs Plan of Action	VP for Student Affairs
1.2	2009-2010 Departmental Plans of Action TRiO Program Objectives	Director of Financial Aid/Director of Admissions and Records/Director of TRIO
1.3	2010 Programs and Services Survey Report/Registration Critique Communications/Workshop Evaluations/Enrollment Management Team File/Meeting Minutes/Academic Affairs Audit	VP for Student Affairs
1.4	EPMS Documents/Personnel Files	VP for Student Affairs/Directors/Personnel Office
2.1	Enrollment Reports/Recruiter Weekly Activity Reports	VP for Student Affairs/Recruiting Office
2.2	Recruitment Schedule	Recruiting Office
2.3	Recruitment Schedule	Recruiting Office
2.4	Postcards/Sign-In Sheets	Director of Admissions and Records/Recruiting Office
2.5	Recruitment Reports	Banner Information System
2.6	Enrollment Reports/Dual Enrollment Brochure/Dual Enrollment Testing Schedule	VP for Student Affairs/Recruiting Office/Testing Center
2.7	Articulation Report/Recruitment Materials	Registrar/Recruiting Office
2.8	http://www.cctech.edu/admissions/3604.htm /ARGOS Web Application Report	VP for Student Affairs/Public Relations Office
2.9	Recruiting Presentations and Materials/New Student Orientation PowerPoint/ FAFSA New Year Schedule	Recruiting Office/Director of Admissions and Records/Director of Financial Aid
2.10	Email Communications	VP for Student Affairs/Recruiting Office
2.11	Disability Services Flyer/ http://www.cctech.edu/admissions/4288.htm	Disability Services Office
2.12	PowerPoint Presentation	Director of Financial Aid
2.13	2009-2010 Student Affairs Workshop Schedule	VP for Student Affairs/Director of Financial Aid
2.14	College Goal Sunday File	Director of Financial Aid
2.15	ARGOS Reports/Mailing Lists	Recruiting Office
2.16	IET Scholarship Program Records	IET Scholarship Program Manager
2.17	Educational Fee Waiver Records	Director of Financial Aid
2.18	2010 Programs and Services Survey Report/2009-2010 Outreach Workshop Schedule/Financial Aid Liaison Schedule	VP for Student Affairs/Director of Financial Aid
3.1	Recruitment Materials	Recruiting Office
3.2	Technology Placement Exam Score Sheets	Testing Center
3.3	Net Support Software/Testing Procedures Manual	Testing Center
4.1	Advisement Center Sign-In Sheets/Advisee Listings	Advisement Center Staff
4.2	Articulation Reports	Registrar

4.3	Test of Essential Academic Skills Schedule	Director of Admissions and Records/Testing Center
4.4	College 103 PowerPoint Presentation/Evaluation Forms	Registrar/Director of Admissions and Records
5.1	2009-2010 New Student Orientation Sign-In Sheets and Evaluations	VP for Student Affairs/Director of Admissions and Records
5.2	Tutoring Center Research File/TRiO Tutoring Records	VP for Student Affairs/Director of TRiO
5.3	Registration Feedback/Advisement Training PowerPoint Communications	VP for Student Affairs/Director of Admissions and Records
5.4	Career Central Database/2009-2010 Workshop Schedule	Career Services Office
5.5	Career Central Database/Email Communications	Career Services Office
5.6	Career Central Database	Career Services Office
5.7	Tutoring Center Responsibility	Tutoring Center Staff
5.8	Tutoring Center Responsibility	Tutoring Center Staff
5.9	Annual Special Populations Program Report/Database	Special Populations Program Coordinator
5.10	2010 Programs and Services Survey/Disability Services Flyer/Website: http://www.cctech.edu/admissions/4288.htm	VP for Student Affairs/Disability Services Office
5.11	Student Activities Annual Reports/Leadership Training Presentation	Student Activities Office
5.12	Meeting Notes from Program Review/Student Activities Advisor Handbook and PowerPoint Presentation	VP for Student Affairs/Student Activities Office
5.13	2010 Programs and Services Survey/FAMily Agendas and Meeting Minutes/Policies and Procedures Manuals	Director of Financial Aid
5.14	Passport Program File	Director of Financial Aid
5.15	2009-2010 Student Affairs Workshop Schedule/Evaluations	VP for Student Affairs
5.16	2009-2010 Outreach Workshop Schedule/Liaison Schedule	Director of Financial Aid
5.17	Policies and Procedures Manual/VA Records	Director of Financial Aid/VA Office
5.18	TRiO Grant Proposal/TRiO Annual Performance Reports	VP for Student Affairs/TRiO Director
6.1	2009-2010 PDP Approvals	VP for Student Affairs
6.2	Faculty Orientation Agendas	VP for Academic Affairs
7.1	VLC and Retention Reports and Meeting Minutes	VP for Academic Affairs
7.2	EEDA Reports	EEDA Coordinator
7.3	College Studies Program Review File	VP for Student Affairs/VP for Academic Affairs
7.4	Committee Agendas and Minutes	VP for Student Affairs/VP for Academic Affairs
7.5	Advisory Committee Minutes/Admissions Meeting Minutes	VP for Academic Affairs/Director of Admissions and Records
7.6	Bridge Program Reports/Articulation Agreements	VP for Student Affairs/VP for Academic Affairs
8.1	2010 Programs and Services Survey/Call Center Schedule	VP for Student Affairs/Director of Financial Aid
8.2	Meeting Minutes	VP for Student Affairs/Directors
8.3	Personnel Files	VP for Student Affairs/Directors/Personnel Office
8.4	Personnel Files	VP for Student Affairs/Directors/Personnel Office

8.5	Financial Records	VP for Student Affairs/Banner Information System
8.6	College Directives System	VP for Student Affairs
8.7	Website: http://www.cctech.edu/admissions.htm http://www.cctech.edu/financialsvcs.htm	VP for Student Affairs/Directors
8.8	Student Tracking System	Banner Information System
8.9	Student Tracking System	Banner Information System
8.10	HEOA Implementation Guide	Director of Financial Aid

Business Affairs
ANNUAL EFFECTIVENESS REPORT
AY 2009-2010

College Goal #	Division	Division Objective	Results	Use of Results
4	1.0	Provide accurate and timely data, information, and reporting to the College community and stakeholders	1.1 Received an “unqualified” audit opinion on the external financial audit with no exceptions or management letter comments 1.2 Received the Certificate for Excellence in Financial Reporting for the College’s Comprehensive Annual Financial Report 1.3 Implemented electronic purchase orders by utilizing email system 1.4 Maintained public website and myCCTC with current information and forms for students, employees, and the public 1.5 Provided checks, direct deposits, 1099s, 1098s, and W2 forms as required to vendors, students, and employees 1.6 Implemented Positive Pay for both accounts payable and payroll. The banks will no longer honor the presented payments unless the check number and amount are matched.	All Business Affairs directives will be reviewed and revised if necessary during FY 11
9	2.0	Attract and retain appropriately credentialed and talented faculty and staff to support a multicultural campus environment inclusive of the diversity reflected in	2.1 Filled twenty-nine (29) vacancies in FY 10 2.2 Provided supervisor training and periodic personal interest employee workshops 2.3 Worked on a succession plan for key	2.3.1 Succession plan will be finalized in FY 11 2.4.1 Updated interview notice email to remind managers of

		the College's service region	<p>College positions</p> <p>2.4 Annual EEO report indicated a decline in the College's percentage of goal met—lost two black males which negatively affected results</p> <p>2.5 Annual benefits fair and health screenings offered for employees</p> <p>2.6 Employees have the option to work flexible schedules if approved by their supervisor based on their position and workload</p>	<p>minority hiring needs</p> <p>2.4.2 Will continue to look for ways to increase minority hiring</p> <p>2.5.1 Increase benefits to employees by establishing and offering an employee wellness program</p> <p>General:</p> <p>The College pay plan for FY 11 will be developed based on the budget and will include equity and performance increases as resources allow</p>
3	3.0	Allocate, monitor and manage College budget and other resources effectively and efficiently and in accordance with all federal, state, and local laws, rules, and regulations	<p>3.1 The College requested and was allocated an annual amount of \$100,000 from Kershaw County for operation of the new Kershaw County Campus</p> <p>3.2 The College applied for and received an energy grant of \$100,206 from the SC Energy office for lighting upgrades in buildings M200, M300A&B, & M600</p> <p>3.3 The College applied for energy rebates from Progress Energy for eligible projects, which total \$57,456 in incentives for the lighting and Health Sciences projects</p>	<p>3.2.2 The lighting project will be completed by November 2010. The College will seek funding to upgrade additional buildings</p> <p>3.2.3 The utility costs for buildings where lighting is upgraded are expected to decrease</p> <p>3.4.1 The College will continue to look for ways to increase credit card usage while maintaining appropriate internal controls</p>

			<p>3.4 Earned \$5,312.94 in purchasing card rebates due to the increase in usage during FY 10. Number of purchase orders issued decreased from 1,678 in FY 08 to 288 in FY 10</p> <p>3.5 Received \$9,865.12 from surplus sales, auctions & pallets. Additional funds are still receivable.</p> <p>3.6 Successfully reduced the software maintenance cost for the Sungard products over the life of the agreement, saving the College over \$25K.</p> <p>3.7 Developed two BTOP grants for all 16 colleges. The system was awarded over \$7M for BTOP Round 1, of which the College received over \$308K for a wireless network and 5 mobile classrooms.</p>	<p>General:</p> <p>Grants will be identified and applied for to provide additional funding for services and programs</p>
3 6	4.0	Provide and maintain College facilities (buildings & grounds) that are safe, sufficient, attractive, and efficiently operated	<p>4.1 The condition of the College grounds deteriorated during the year</p> <p>4.2 94.4% of students responding to the Spring 2010 Programs and Services Survey indicated satisfied or very satisfied with general classroom facilities; 93.7% for satellite campus facilities</p> <p>4.3 MOA (ADA) audit findings were all</p>	<p>4.1.1 The Grounds contract was terminated and grounds maintenance has been put back in the budget as in-house. 1 permanent and 2 contract groundskeepers were hired</p> <p>4.2.1 Weekly inspections of buildings will continue; monthly</p>

			<p>resolved/ corrected; safety audit and fire marshal inspections were conducted and findings are currently being corrected</p> <p>4.4 Some of the larger capital projects that were completed included:</p> <ul style="list-style-type: none"> • Kershaw County new campus • College-wide painting • Renovation of room M102 • Renovation and expansion of the testing center • New residential training house for HVAC program in building M400 • New roof for buildings M100, M400 • Multiple renovations to building M400 • Replaced electrical panel boxes in building M200 • Renovated M585 suite for new tutoring center <p>4.5 The College complied with the new law and SC Energy office requirements to submit an energy plan</p>	<p>inspections of housekeeping will begin by the Director of Physical Plant or Maintenance supervisor</p> <p>4.3.1 Safety audit and fire marshal findings will be resolved by 12/31/10</p> <p>4.4.1 New campus-wide signage to be installed in July 2010</p> <p>4.4.2 M300 roof project to be complete in July 2010</p> <p>4.4.3 M600 renovations will begin in August</p> <p>4.4.4 Planning for building M700 will begin as soon as M600 renovations begin</p> <p>4.4.5 Entrance/landscaping/parking project to be completed in FY 11</p> <p>4.4.6 Health Sciences renovation project to be completed in July 2010</p> <p>4.4.7 Facilities master plan will continue to be implemented as resources allow</p> <p>4.5.1 The College will look for opportunities to reduce energy</p>
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				usage
3	5.0	Provide high quality auxiliary services that are competitively priced and enhance the educational programs and services of the College	<p>5.1 Bookstore sales were over \$3M in FY 10 due to increased enrollment and the availability of new merchandise being offered for sale</p> <p>5.2 The textbook reservation system that was piloted for a year was discontinued after unsuccessfully attempting to increase participation by students</p> <p>5.3 Student satisfaction rates with the bookstore promptness decreased from 90.2% in FY 09 to 88.1% in FY 10; courteousness: decreased from 91.7% in FY 09 to 91.2% in FY 10</p>	<p>5.2.1 A textbook rental system will be implemented through a third party for FY 11 for self pay students</p> <p>5.3.1 Bookstore employees will be reminded of the importance of friendly and efficient customer service and be encouraged to attend customer service training</p>
2 3 7 8 111 2	6.0	Provide academic and administrative systems and infrastructures that are responsive to the operation and management needs of the College and delivered in a timely and effective manner	<p>6.1 Outsourced management and technical support for Luminis to N2 Global Services</p> <p>6.2 Collaborated with the other 3 technical colleges on a unified migration to a Linux virtualized platform. Each college will received \$100K from System funds.</p> <p>6.3 Designed new Learning Studio (Smart Classroom) standards for the Kershaw County Campus, the Health Sciences building, and building M600 renovation.</p> <p>6.4 Implemented Phase I of Academy One and preparing for Phase II with Banner</p>	<p>6.6 Due to completion of all financial aid backlogged requests, it is no longer necessary to hold monthly meetings with the FA department in order to identify and prioritize their needs.</p> <p>6.9 The remainder of the College is scheduled and on track for completion by August 16, 2010.</p>

		<p>integration.</p> <p>6.5 Successfully implemented Banner 8 on schedule and with no additional downtime.</p> <p>6.6 Completed the outstanding requests for financial aid projects, including the backlog of requests for the past two years.</p> <p>6.7 Cross-training on all applications was completed for the systems and programming staff, resulting in updated documentation and knowledge sharing in the fundamentals of most systems and applications.</p> <p>6.8 Completed the updated EDSS project for the new extract and reporting requirements for non-credit enrollment as well as changes to credit reporting for the new race/ethnicity values.</p> <p>6.9 Implemented online Web Time Entry and Leave Reporting /leave requesting online for the Business Affairs Division.</p> <p>6.10 Achieved PCI compliance for online payments. This effort required multiple upgrades/patches and adjustments to the online payment system between Banner and Official Payments.</p> <p>6.11 Implemented SmartEvents to inform students immediately via myCCTC when a grade change was completed, eliminating the</p>	<p>General:</p> <ul style="list-style-type: none"> • Internal users have communicated an interest in greater communication from the ILT department in order to know what activities are currently taking place and planned. Efforts will be made to increase communication and awareness for employees such as: <ul style="list-style-type: none"> ○ Communities of practice (user groups) to involve various users in planning ILT resources and activities ○ Periodic newsletters ○ Monthly awareness sessions ○ Other department-sponsored activities throughout the year to foster a better relationship with the College users and units • The Colleges ERP system and hardware will be upgraded in FY 11 • DegreeWorks will be investigated and implemented
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		<p>need to manually send emails to students.</p> <p>6.12 Rewrote the purge for non-payment process so that programming staff no longer have to go directly to the user's computer to make the changes. Also converted desktop purge programs to online versions that users can execute from remote locations.</p> <p>6.13 Implemented the online SNAP Survey software and created data extracts from Banner to interface with the IE system</p> <p>6.14 Automated the scholarship verification process for the Foundation.</p> <p>6.15 Created a Payroll Comparison application that identified differences between 2 payroll cycles.</p> <p>6.16 Updated and implemented Financial Aid Direct Loans; implemented the Financial Aid ACG and Lottery availability identification</p> <p>6.17 Integrated Document Management for Banner with myCCTC</p> <p>6.18 Automated the employee termination process using workflow</p> <p>6.19 Automated the pre-requisite checking application that allows the end users to purge students who failed the course pre-requisites</p>	<p>as a method of improved tracking of student enrollment</p> <ul style="list-style-type: none"> • Workflow and Document Management will be used to automate EPMS/FPMS processes and Contracts • FormFusion, Intellicheck, and Document Management will be used to reduce paper consumption/printing of POs, stubs, etc. • ILT will work with the systems integrator to make portal and channels push information and alerts to individuals and reduce or eliminate the need for mass emails. • Complete the public and wireless deployment for blanket coverage on main campus as funded by BTOP Round 1. • Investigate the use of and membership in Light Rail and Internet 2 • Investigate alternatives for Internet service at F.E. Dubose for College users instead of the slower T1 circuit provided by SC DOE • ILT, in conjunction with the newly formed Communities of Practice will investigate new
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		<p>all at one time</p> <p>6.20 Added address verification screens, tax consent screens, and race and ethnicity surveys to SSB and myCCTC channels.</p> <p>6.21 Developed a Course Assessment Report to assist end users in tracking course performance.</p> <p>6.22 Maintained patches/upgrades for all systems including the new year-round PELL mandates, Workflow, Document Management, Online Payment Client, and all in-house applications for Banner 8</p> <p>6.23 Re-designed the infrastructure and its core and switch components on main campus to include 10G capacity to support the new ERP platform and advanced virtualized applications</p> <p>6.24 Converted campus network communications from MPLS and T-1s to Metro-E and Direct Access Internet. At these locations the bandwidth was increased nearly 10-fold and the cost of operation was reduced.</p> <p>6.25 Replaced over 160 Gateway workstations with HP workstations in computer labs; installed or replaced 60 faculty/staff workstations</p>	<p>technologies such as:</p> <ul style="list-style-type: none"> ○ MediaSite Lecture Capture ○ Mobile Classroom composition and use ○ iPods, iPads, and MP3 devices ○ SmartPhone Apps to integrate with Banner ○ New classroom and computer lab configurations to encourage collaboration inside and outside of class <ul style="list-style-type: none"> ● Evaluate the feasibility of migrating to Gmail for student correspondence ● Plan for the implementation of Luminis 5 ● Explore new applications and services for the portal
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			<p>6.26 Deployed Banner Channels in conjunction with Web Time Entry and Leave reporting/requesting, and created a special productivity tool tab for faculty that included quick productivity links to Banner SSB and INB pages, including roster verification and entering final grades.</p> <p>6.27 Implemented Luminis 4</p> <p>6.28 Implemented Desire2Learn and integrated with Luminis 4</p>	
2 3 7 9 11	7.0	Create a support system that trains and assists users in effective use of technology and other resources and provides comprehensive, responsive, and efficient and effective assistance to meet the changing requirements of users	<p>7.1. Provided various user training for employees including:</p> <ul style="list-style-type: none"> • Cashier training provided by accounting department • New employee orientation provided by several Business Affairs personnel • Procurement card training provided by accounting department • Personnel policies and procedures training provided by personnel department • Safety and security training provided by Security department <p>7.2 The Business Affairs Division hosted a “Come See Me” event for College employees in order to share information about the services provided by the division</p> <p>7.3 Improved frequency of onsite personnel support at FE Dubose and Kershaw.</p>	<ul style="list-style-type: none"> • In order to fully utilize User Support Services and streamline support, the following objectives will be focused on for FY 11: <ul style="list-style-type: none"> ○ Communicate the role of USS as the single point of contact to users ○ Implement an incident tracking system ○ Improve the new employee orientation and synchronize with the new hire workflow ○ Implement a print management system for students ○ Provide a presence at all locations at least once a week

			<p>Moreover, USS provided the pickup and delivery of interoffice mail between FE Dubose and Main Campus.</p> <p>7.4 Coordinated a Technology Showcase for faculty that included smartboard technology via project system sensing as well as lecture capture innovations</p>	
1 2 3 4 5 6 7 8 9 10 11 12	8.0	Provide services and support to all other departments of the College and students in the areas of accounting, procurement, personnel, physical plant, auxiliary and internal services (print shop, mail service, shipping/receiving), safety and security, inventory management, and information and learning technologies.	<p>8.1 Upgraded all of the College's convenience copy machines and added two for the new facilities—for less than the current cost of the existing machines</p> <p>8.2 Maintained an accurate inventory of fixed assets with no audit findings</p> <p>8.3 Coordinated the destruction of 577 cu. ft. of obsolete official college records in accordance with SCDAH Records retention requirements, and recycled 17,691 lbs of paper and cardboard through SCDOC</p> <p>8.4 The Security department sponsored the second annual Community Crime Forum in conjunction with the City and County police departments</p> <p>8.5 Student satisfaction rates with security remained about the same as the previous year at approximately 91%</p>	<p>8.2.1 Investigate the feasibility of using the College's Banner administrative system to maintain fixed assets records instead of the SBTCE AIMS system</p> <p>8.4.1 The College Emergency Operations Procedures manual will be finalized and issued in FY 11</p> <p>8.4.2 Emergency procedures will be enhanced during FY 11</p> <p>8.4.3 A pilot program will be implemented in one building to install and utilize surveillance cameras for security monitoring</p>

				8.5.1 Security staff will be reminded of the importance of friendly and efficient customer service and encouraged to attend customer service training
1	9.0	Facilitate effective planning, evaluation, and use of results for quality support services for continuous improvement	<p>9.1 Participated in the Strategic Planning Process</p> <p>9.2 Prepared Divisional and departmental annual plans of actions</p> <p>9.3 Prepared Divisional and departmental annual effectiveness reports</p> <p>9.4 Prepared EPMS documents (planning stage and evaluation) for all permanent and probationary employees</p>	College survey results are analyzed in order to improve services